

SAN ANTONIO UNIFORMED SERVICES HEALTH EDUCATION CONSORTIUM (SAUSHEC)

BYLAWS

ARTICLE I

Name

The name of this organization shall be the San Antonio Uniformed Services Health Education Consortium hereafter referred to as SAUSHEC.

SAUSHEC shall be located in San Antonio, Texas.

ARTICLE II

Member Institutions

Section A. Founding members of SAUSHEC are Brooke Army Medical Center (known as BAMC) and Wilford Hall USAF Medical Center (known as WHMC).

Section B. Additional member institutions of SAUSHEC may be added by the Command Council.

ARTICLE III

SAUSHEC Mission and Statement and Commitment of Member Institutions to GME

Section A. Mission

1. The mission of SAUSHEC shall be to conduct military Accreditation Council for Graduate Medical Education (ACGME) approved Graduate Medical Education (GME) programs in San Antonio that meet all ACGME requirements, are of the highest quality, and meet the needs of the DOD by training physician specialists who are qualified, competent and morally and ethically suited for a career in medicine and the uniformed services of the nation. These military physicians, after training, will provide medical care to DOD beneficiaries and must meet the highest standards of professional competence and efficiency. In accord with the ACGME Institutional Requirements, SAUSHEC shall serve as the Sponsoring Institution for all military GME programs in San Antonio.

2. By combining the resources of member institutions into a fully integrated GME entity, SAUSHEC will provide a scholarly environment dedicated to excellence in both education and health care. SAUSHEC's operations and programs will make possible the most efficient and cost-effective use of DOD physical, financial and human resources. In addition, SAUSHEC shall work closely with University Texas Health Science Center San Antonio and the South

Texas Veterans Health Care system and insure that every effort is made to maximize GME quality and efficiency in San Antonio.

Section B. Commitment

1. By signing these bylaws SAUSHEC member institutions pledge to:

a. Organize and resource SAUSHEC to ensure excellence in both medical education and medical patient care. They are committed to insuring SAUSHEC is able to conduct GME in a scholarly environment that supports quality medical care by the provision of leadership, organizational structure, and resources to enable SAUSHEC to achieve substantial compliance with the ACGME Institutional Requirements and to enable its GME programs to achieve substantial compliance with ACGME Program Requirements. The member institutions are committed to providing SAUSHEC with the necessary educational, financial, and human resources to support GME that provides an ethical, professional, and educational environment in which the curricular requirements, as well as the applicable requirements for scholarly activity and the general competencies can be met.

b. Commit appropriate and sufficient levels of financial, physical and personnel support necessary to meet the administrative and technical requirements of the educational mission of SAUSHEC.

c. Ensure proper communication between those in charge of GME programs and the governing bodies and the medical staffs of participating hospitals necessary to ensure patient safety and effective GME as is required by JCAHO and ACGME.

2. These bylaws shall commit SAUSHEC to work closely with other non-GME military professional education programs at member institutions so as to provide appropriate oversight and optimal effectiveness of all professional medical education in said institutions.

ARTICLE IV

Governance and Financial Support

Section A. Governance

1. SAUSHEC shall be governed by SAUSHEC Command Council of the commanders of the member institutions and managed by a SAUSHEC Board of Directors (BOD) which under the oversight of the Command Council, shall have responsibility for, and oversight of, all functions described in the SAUSHEC Memorandum of Agreement (MOA) and in these bylaws.

2. The Board of Directors shall make sure that SAUSHEC is in compliance with JCAHO standards for hospitals with GME programs. SAUSHEC's institutional responsibility for its GME programs is also governed by the "Essentials of Accredited Residencies in Graduate Medical Education: Institutional and Program Requirements," Graduate Medical Education

Directory (Chicago, Illinois). SAUSHEC policies shall also be consistent with the following service regulations and directives of the Army and of the Air Force:

a. USA: AR 351-3, 8 February 1988, Professional Education and Training Programs for Army Medical Department, Part Two, Chapter 6, Medical Corps Graduate Medical Education.

b. USAF: AFI 41-117

If these service regulations are in conflict with SAUSHEC's DOD mandate for an integrated, joint service GME organization, they shall be waived after consultation with appropriate DOD GME approving authorities.

Section B. Financial Support

Operating costs of SAUSHEC and its training programs shall be paid by the Member Institutions. Member Institutions shall assign their share of Graduate Medical Education training/operating expenses to the SAUSHEC budget.

ARTICLE V

Command Council

Section A. Membership/Authority.

A Command Council, to consist of the Commanders of Wilford Hall Medical Center and of Brooke Army Medical Center shall have the authority to review all actions and decisions of the SAUSHEC Board of Directors and to require reconsideration and revision of said actions and decisions. Effective exercise of Command Council authority will require that members of the Council are kept informed by the SAUSHEC Board of Directors. To this end the SAUSHEC Board of Directors shall have among its members the Vice/Deputy-Commanders of the member institutions or such other persons as the Commanders may designate. In addition, members of the Command Council shall receive copies of all minutes and actions of the SAUSHEC Board of Directors, and shall review these minutes in a timely fashion for approval or reconsideration as noted.

Section B. Meetings/Minutes.

1. The Command Council shall meet twice each year with the Dean, SAUSHEC to review SAUSHEC program status and projections, and review any issues of concern to the Commanders or the Dean. The Command Council may determine other personnel to attend Command Council meetings. The Command Council may schedule other meetings, as they consider necessary. Such other meetings shall include the SAUSHEC Dean and may include other personnel as determined by the Command Council.

2. The Command Council shall keep minutes of all meetings. Copies of the minutes shall be given to the SAUSHEC Dean and to members of the Command Council. Except in special circumstances to be determined by the members of the Command Council the minutes of the Command Council shall be distributed to the members of the SAUSHEC Board of Directors. The purpose of this distribution shall be to maintain open communication and common understanding with those who make policy for, and administer the affairs of, SAUSHEC.

3. Notwithstanding the above requirements for formal meetings, the members of the Command Council and the Dean may meet informally at any time to discuss SAUSHEC affairs. No actions, however, may be taken at these informal meetings. Such informal discussions may include other personnel at the discretion of the members of the Command Council.

Section C. Appointment of Dean.

The command council shall appoint the Dean. The Dean will serve at the pleasure of the Command Council who shall review the Dean's performance on an annual basis.

ARTICLE VI

Board of Directors

Section A. The affairs of SAUSHEC shall be governed by a Board of Directors.

Section B. Membership.

1. Membership of the SAUSHEC Board of Directors shall consist of

- a. The Chief Executive Officer (Dean) of SAUSHEC.
- b. The Vice-Commander of Wilford Hall Medical Center, or such other representative as may be designated by the Commander, Wilford Hall Medical Center.
- c. The Deputy Commander for Clinical Services (DCCS) of Brooke Army Medical Center, or such other representative as may be designated by the Commander, Brooke Army Medical Center.
- d. The Associate Deans for GME at BAMC and WHMC.
- e. The Associate Dean for GME of UTHSCSA.

2. Each member of the SAUSHEC Board of Directors may designate a representative to act on his/her behalf at meetings of the Board, provided such designation is communicated to the SAUSHEC Dean who shall report such communication to the other Board members and record it in the minutes.

Section C. Board Chairmanship

The Dean shall serve as Chair of the SAUSHEC Board of Directors.

Section D. Board Responsibilities

1. The SAUSHEC Board of Directors shall:

a. Establish policies and procedures necessary to ensure that SAUSHEC meets all JCAHO and ACGME Institutional Requirements for a GME-sponsoring institution.

b. Establish policies and procedures necessary for maintaining optimal quality of education, optimal quality of life for the residents, effective resident supervision that insures quality patient care in the GME environment.

c. Establish SAUSHEC guidelines, policies and procedures for recruitment, selection, appointment, evaluation, promotion and dismissal of residents. These policies must comply with ACGME requirements and be consistent with DOD policies.

d. Establish SAUSHEC policies and procedures for discipline and adjudication of resident complaints and grievances relevant to the GME programs. These policies and procedures must satisfy the requirements of fairness and due process and shall apply to all residents regardless of location.

e. Establish policies and procedures which ensure that member institutions provide residents with opportunity to participate in appropriate educational activities in the manner and to the extent required by the ACGME.

f. Establish policies and procedures which ensure that SAUSHEC member institutions provide residents with appropriate financial support and benefits, as required by ACGME and are consistent with DOD policy.

g. Establish policies and procedures which ensure residents have a written agreement outlining the terms and conditions of their appointments to an education program, and which provide for monitoring the implementation of these terms and conditions by the SAUSHEC Program Directors. (Note: for active duty military physicians the service-specific residency contract signed when accepting appointment as a resident shall be supplemented by a written training agreement with SAUSHEC.)

h. Establish policies and procedures which ensure that residents in SAUSHEC GME programs shall have access to appropriate and confidential counseling and psychological services.

i. Establish policies and procedures which provide for proper supervision of the GME programs to insure that a proper educational experience is provided for trainees and that there is

effective supervision of trainees by staff to ensure patient care delivered by trainees is safe and of high quality.

j. The SAUSHEC BOD shall regularly review and approve of the minutes of the SAUSHEC GME Committee. The Board of Directors shall also ensure that approved policies and procedures are implemented at member hospitals and that there is regular communication among the GME Committee, the appropriate governing committees, and medical staff of BAMC and Wilford Hall Medical Center

k. Insure each member institution appoints in a timely fashion an Associate Dean for Graduate Medical Education who works with the Dean SAUSHEC.

l. Recommend to the Command Council the appointment or dismissal of program directors of each SAUSHEC sponsored residency program, in accordance with applicable guidelines and instructions.

m. Appoint staff as necessary to accomplish the SAUSHEC mission.

n. Review and approve all Memoranda of Agreement between SAUSHEC sponsored residencies and participating institutions.

o. Make recommendations to the Command Council on addition, deletion or modifications in the size of SAUSHEC sponsored residencies.

p. Review and recommend to the Command Council approval of the annual budget of SAUSHEC (including the training budgets for each SAUSHEC sponsored residency program and the budget required to support the office and activities of the SAUSHEC Dean).

q. Review and approve SAUSHEC space requirements.

r. Periodically review the SAUSHEC mission statement, bylaws, memoranda of agreement between SAUSHEC member institutions and other documents as may be required to establish and maintain the full commitment of SAUSHEC and its member institutions to effective Graduate Medical Education. Any changes will be recommended to the Command Council.

s. Create additional SAUSHEC committees as required.

Section E. Meetings of SAUSHEC Board of Directors

1. Regular Meetings. The Board shall hold regular meetings at least three times per year at a time and place designated by the Chair or by a majority of the board members. The SAUSHEC Dean shall give each Director not less than fourteen (14) days notice of the meetings.

2. Special Meetings. Special meetings of the Board may be called by the Chair, SAUSHEC Dean, or upon request of a majority of the board members. The SAUSHEC Dean shall give each board member not less than seventy-two (72) hours notice of any special meeting.

3. Any Director may designate another representative to act in his/her place at a properly called meeting of the SAUSHEC Board of Directors, provided that such designation is communicated to the Dean 24 hours in advance of a meeting. The Dean shall report such communication to other Board members and record it in the minutes. Any member may invite subject matter experts to attend a part of the BOD meeting by notifying the Dean who will notify other members and note attendance in the minutes.

4. Quorum. Presence of two-thirds of the membership, either personally or through a designated representative, shall constitute a quorum. Unless otherwise specified by SAUSHEC Bylaws, Board actions shall be effective with a simple majority vote. Any action without a simple majority shall be referred to the Command Council for a final decision.

5. Presiding Officer and Minutes. The Dean shall preside at all meetings of the Board. Minutes of meetings shall be kept by the Dean's secretary. The agenda of coming meetings shall be distributed to all Board members, and to the members of the Command Council, one week in advance of any scheduled meeting. Minutes of all meetings shall be distributed to the Command Council for their review within 7 working days of the Board of Directors Meeting, and to all members of the Board.

6. Waived Notice of Meeting: Should all Board members waive notice requirements, a meeting may be conducted without waiting for 14 days for a regular meeting or 72 hours for a special meeting.

7. Alternate Means of Board Participation. Any members of the Board may participate in a meeting by telephone or teleconference. The Board Chair may invite outside parties to participate in Board deliberations by means of telephone or teleconference should the need arise.

ARTICLE VII

SAUSHEC Committees

Section A. Graduate Medical Education Committee (GMEC) of SAUSHEC

The Dean, SAUSHEC, shall be designated by the Command Council to be the ACGME recognized Designated Institutional Official (DIO) and as such is the individual who has the authority and responsibility for oversight of the GME programs sponsored by SAUSHEC. As required by ACGME the GMEC, under the Chairmanship of the Dean, will shall be the committee that provides administrative oversight to all Graduate Medical Education residency programs sponsored by SAUSHEC. GMEC. Disciplines other than medicine with professional education programs, such as dentistry, psychology or hospital administration, may be included on the Graduate Medical Education Committee to ensure coordination of effort of all military professional education programs in the member institutions. The SAUSHEC Board of Directors shall have oversight of GMEC minutes. The GMEC shall meet at least every other month at sites alternating between member institutions.

1. Chairman. The Dean, SAUSHEC shall be chair of the GMEC. Minutes shall be prepared by the secretary to the Dean.

2. Membership. Membership of the GMEC shall be as follows:

a. Voting Members:

- The Dean of SAUSHEC (except in the case of adverse actions)
- The Associate Deans for GME of each member institution
- The Associate Dean for GME of UTHSCSA
- The Programs Directors of all SAUSHEC GME Programs.
- Selected faculty from BAMC and WHMC approved by the Dean
- Housestaff representatives selected by BAMC and WHMC Housestaff Councils

b. Non-Voting Members:

- Program Directors of Allied Health Professional Programs of member institutions
- Others as invited by the Dean or a majority vote of the GMEC voting members for specific issues.

3. Quorum: Presence of 50% of the voting members (or their designated vice representatives) of the GMEC shall constitute a quorum. Unless otherwise specified by SAUSHEC policy, a simple majority vote shall be required to pass an item in the GMEC. The GMEC may meet without a quorum for discussion of business but cannot vote on any issues at such meetings.

4. Responsibilities

a. Establishment and implementation of policies and procedures that affect all SAUSHEC GME programs regarding the content, design, quality of education, supervision and assessment of resident performance and the work environment in each program.

b. Establishment and maintenance of appropriate oversight of, and liaison with, program directors. Ensure program directors maintain proper oversight of and liaison with personnel of other institutions participating in GME programs sponsored SAUSHEC.

c. Regular review of all ACGME/RRC letters of accreditation and the monitoring of action plans for correction of areas non-compliance.

d. Regular internal review of all ACGME-accredited programs to assess compliance with the Institutional Requirements and Program Requirements of the ACGME Residency Review Committees.

e. Develop and implement SAUSHEC's policies on resident supervision, probation, extension of training and termination. The GMEC shall be the reviewing and approving authority for program directors recommendations' in these matters. Provide oversight of each

residency program's policies and procedures for selection, supervision, evaluation, promotion and dismissal of residents. The GMEC shall ensure that such policies and procedures are formal, written, and in compliance with the Institutional and Program Requirements for the specialties and subspecialties of the ACGME RRC's, JCAHO policies, SAUSHEC policies, and DOD policies.

f. Monitor every SAUSHEC GME program to assure they provide appropriate curriculum and evaluation plans to ensure that residents demonstrate competence in the areas defined in the Institutional Requirements and in each set of Program Requirements.

g. Establish a SAUSHEC resident grievance policy and program that provides procedures to ensure that SAUSHEC maintains an environment in which residents may raise and resolve issues without fear of intimidation and/or retaliation.

h. Establish and implement formal written institutional policies governing resident duty hours that foster resident education and facilitate the care of patients. Establish a system to monitor that each SAUSHEC program establishes and implements program specific, formal, written work environment and duty hours policies for their residents that are in compliance with ACGME and DOD policies.

i. Annually review GME funding for SAUSHEC GME programs including costs for required TDY training missions, supplies and support services of each program. This review will result in a SAUSHEC GME budget presented to the Command Council. Resident compensation and benefits are set by DOD policies and , therefore, are not subject to this review.

5. GMEC Sub-committees: Under the direction of the SAUSHEC Executive Committee the GMEC shall establish appropriate standing sub-committees. These sub-committees shall work on specific areas of interest to the GMEC, such as resident issues, due process, curriculum, etc. Ad Hoc GMEC sub-committees may be established by the Dean to work on specific problems or issues.

Section B. SAUSHEC Executive Committee

The Dean shall establish and chair an Executive Committee whose members shall be the Dean and the Associate Deans for GME from each member institution. This committee shall meet at least twice monthly to facilitate the functioning of the GMEC and its sub-committees.

Section C. House staff Councils

Each member institution shall establish Housestaff Councils; SAUSHEC shall facilitate and support the activities of these Housestaff Councils.

1. Purpose. The purpose of the Housestaff Councils shall be to provide residents with an organized forum and mechanism to raise issues for program improvements, to support house

staff morale, and to provide membership opportunities for residents on member institution and SAUSHEC committees.

2. Meetings. The Housestaff Councils shall meet and conduct business on a regular basis, not less than 4 times per year. Minutes of these meetings shall be reviewed and approved by the GMEC.

Section D. Other Committees.

The SAUSHEC Board of Directors may create additional committees as required.

ARTICLE VIII

Dean of Military Graduate Medical Education for SAUSHEC (Dean, SAUSHEC)

Section A. Function and Authority

1. The chief executive officer of SAUSHEC shall be appointed by the Command Council and shall have the title of DEAN OF MILITARY GRADUATE MEDICAL EDUCATION for SAUSHEC.

2. The Dean shall have the authority and responsibility for oversight and administration of SAUSHEC and its graduate medical and dental education programs. The Dean shall be SAUSHEC's Designated Institutional Official (DIO) to the ACGME. The Dean shall promote a unity of purpose and activity for SAUSHEC member institutions in graduate medical education as well as oversee the operational components of SAUSHEC. The Dean shall work to maintain appropriate coordination between graduate medical education and other military professional education programs of consortium members.

Section B. Selection and oversight

The Dean shall be selected by the members of the Command Council after a Tri-service Search for qualified candidates and screening by a local Tri-service search committee appointed by the Command Council. The Dean shall work for, report to and shall stay in office at the pleasure of the Command Council. Members of the Command Council shall be involved in an annual rating/evaluation of the Dean.

Section C. Responsibilities

1. Develop, implement and administer SAUSHEC policies and directives under the direction of the SAUSHEC Command Council. The Dean shall ensure that the policies and GME programs of SAUSHEC meet ACGME and JCAHO requirements as well as Army and Air Force GME policies and that there are common GME policies for each member institution's facility. As required, the Dean shall obtain exceptions to Army and Air Force GME policies/regulations

when these are in conflict with SAUSHEC policies and with DOD-mandated requirements to integrate Army and Air Force GME in San Antonio.

2. Chair the SAUSHEC Board of Directors, prepare its agenda, and keep the Board members fully informed of the status of SAUSHEC programs and operations.
3. Develop and implement, after Board approval, a SAUSHEC GME budget which meets ACGME requirements for equitable support of all residents regardless of branch of service.
4. Serve as Designated Institutional Official for SAUSHEC to the ACGME and represent SAUSHEC to the various RRCs and other accrediting organizations.
5. Chair the SAUSHEC GMEC
6. Chair the SAUSHEC Executive Committee
7. Serve on each member institution's Board of Directors or equivalent bodies to ensure compliance with JCAHO requirements for regular communication between GME and the governing bodies and medical staffs of member institutions to ensure both the quality of patient care delivered by residents and the educational and supervisory needs of the residents.
8. Provide oversight and assistance to SAUSHEC program directors in the areas of
 - a. Development of training program budgets.
 - b. Due process issues for residents with problems.
 - c. Curriculum development.
 - d. ACGME/RCC standards.
 - e. Facilitating resolution of training issues raised when there are service changes, integrations or consolidations.
 - f. Incorporation of "military unique training" into GME curricula.
 - g. Faculty and program director development.
9. Participate in the selection and oversight of the Associate Deans for Graduate Medical Education at the member institutions. The Dean shall also be involved in the evaluation/rating process of the Associate Deans. Job performance input will be either from direct involvement in the officer's rating chain or by providing "Letter of Input" to the officer's senior rater. A "Letter of Input" will be done at the beginning of the rating period outlining the GME duties of the officer. A "Letter of Input" will be done at the end (and midpoint if needed) of the rating period giving an assessment to the Senior Rater of the success of the officer in accomplishing his/her GME duties.

10. Coordinate program director searches for all SAUSHEC GME programs.
11. Appoint associate program directors for each Program in conjunction with the program director and chair(s) of the relevant departments and SAUSHEC policies.
12. Develop and maintain a common resident database and other records as required.
13. Organize a common resident orientation and graduation ceremony in coordination with the associate Dean for GME in each member facility.
14. Act as the military's GME representative with community and regional educational institutions in negotiating joint graduate education ventures.
 - a. Represent military GME at the San Antonio Health Care Coordinating Council or equivalent committees.
 - b. Work closely with UTHSCSA on issues involving military residents receiving training at UTHSCSA programs. Serve on UTHSCSA GME Committee.
 - c. Explore opportunities for further integration/affiliation between military and civilian GME programs in San Antonio.
15. Represent SAUSHEC at the annual DOD Joint Service GME Selection Board (JSGMESB).
16. Coordinate activities of the committees created by the Board of Directors.
17. Perform other duties as assigned by the Command Council.

Section D. Resources for Office of the Dean

1. SAUSHEC member institutions shall provide the fiscal, space, personnel and other resources necessary to insure that the Office of the Dean is able to carry out the responsibilities set forth above. This will require:
 - a. A Dean's staff, selected and rated by the Dean, consisting of one or more department level secretaries, and one or more institutional level administrative assistants (Masters or PhD in Education) plus other support personnel as may be requested by the Dean and approved by the SAUSHEC Command Council.
 - b. Appropriate office space, equipment and supplies for the Dean and his/her staff in member hospitals.
 - c. Appropriate budget for the Dean and his/her staff for training, mission essential TDY and memberships in appropriate GME organizations.
2. The Dean's budget shall be reviewed and approved by the SAUSHEC Command Council

ARTICLE IX

Associate Deans for Graduate Medical Education

Section A. Each member hospital shall have a SAUSHEC Associate Dean for Graduate Medical Education (ADGME) to assist the Dean in administering GME programs at that institution.

Section B. Selection

Each member institution shall determine the qualifications of and selection process for the ADGME. The Dean, SAUSHEC shall have a role in the selection process. The Commander of each member institution will make the final selection.

Section C. Duties

1. In matters relevant to GME the ADGME shall work for the Dean of SAUSHEC who will have input into the individual's rating. The ADGME shall be responsible for assisting the Dean of SAUSHEC to insure that SAUSHEC successfully carries out its mission of conducting military graduate medical education in San Antonio. Working with the Dean of SAUSHEC the ADGME shall be responsible for implementing the SAUSHEC BOD policies at the member institution. The ADGME shall be responsible for insuring that GME at that institution meets ACGME, JCAHO and service specific requirements while insuring that it is seamlessly integrated into SAUSHEC, which is the ultimate governing body for military GME in San Antonio. Along with the Dean, the ADGMEs shall serve as a consulting resource for SAUSHEC program directors and their training committees in the areas of:

- a. Development of training program budgets.
- b. Due process issues for resident problems.
- c. Curriculum development.
- d. ACGME/RRC standards
- e. Facilitating training issues in cases of program integration or affiliation
- f. Coordinating efforts to incorporate and document "Military Unique Training MUC)" into GME curricula.
- g. Fostering faculty and program director development
- h. Insuring proper documentation of all ACGME & DOD training requirements such as BLS certification, obtaining state licenses etc.

2. The ADGME shall be involved in the rating/evaluation system of SAUSHEC program directors and associate program directors of the same uniform service as the ADGME. Job

performance input will be either from direct involvement in the officer's rating chain or by providing "Letter of Input" to the officer's senior rater. A "Letter of Input" will be done at the beginning of the rating period outlining the GME duties of the officer. A "Letter of Input" will be done at the end (and midpoint if needed) of the rating period giving an assessment to the Senior Rater of the success of the officer in accomplishing his/her GME duties.

3. The ADGME shall be a voting member of the SAUSHEC GMEC, the SAUSHEC Executive Committee, and the SAUSHEC Board of Directors.

4. The ADGME may represent the Dean at appropriate member institution committees to ensure compliance with JCAHO requirements for regular communication between the GMEC and the medical staff of member institutions about the safety and quality of patient care provided by, and the related educational and supervisor needs of the participants in GME programs.

5. The ADGME shall represent his/her institution at the annual DOD Joint Service GME Selection Board (JSGMESB).

6. The ADGME shall be responsible for direct day-to-day supervision of the GME administrative staff in each member hospital and shall insure that those resources are used to support the Dean and SAUSHEC's mission, policies and procedures.

7. The ADGME may, at the discretion of the Commander of his/her institution, be assigned additional responsibilities for other, non-GME, professional education programs in that institution.

Section D. Resources

The Commander of each member institution shall insure that the ADGME is properly supported with budget, space, equipment, and support staff necessary to effectively accomplish his/her duties as outlined above. The office of the ADGME shall be an integrated part of SAUSHEC and of the Dean's overall resources to accomplish the GME missions of SAUSHEC but shall be managed on a day-to-day basis by the ADGME.

ARTICLE X

Program Directors and Associate Program Directors for SAUSHEC GME Programs

Section A. Program Directors

The program director shall be responsible for organizing and operating the residency program according to the current ACGME Institutional Requirements, special RRC requirements for that program and SAUSHEC policies, as well as relevant requirements of other accrediting bodies such as JCAHO and the Army and the Air Force. In matters relating to quality of graduate medical education and academic milieu, the program director shall report to Dean, SAUSHEC.

1. Responsibilities. The Program Director shall:

a. Develop a program training committee in accordance with RRC and consortium guidelines. The program director shall administer the residency program in consultation with the program training committee for advice and recommendations regarding resident performance and program curriculum. This is especially important in the areas of resident supervision, due process and resident grievances. The program director and the training committee will insure the program has appropriate educational goals and objectives that define the content, scope and sequence of the supporting curriculum. The program director and the training committee shall develop and implement a feedback/evaluation system to assess the effectiveness of the program in achieving its educational goals.

b. The program director shall also be responsible for insuring the program has a resident supervision policy that meets JCAHO and ACGME requirements including a plan for determining and monitoring competence of residents at various levels of training.

c. The program director shall be responsible for insuring that all program, SAUSHEC, JCAHO, ACGME/RRC, DOD and Hospital policies are disseminated to residents and staff. The PD shall be responsible for monitoring compliance with all these policies by his/her trainees and staff.

d. The program director shall also insure continual program improvement process by an annual review of all aspects of the program by the faculty and housestaff.

e. Ensure a staff mentor is assigned to work with each trainee.

f. The program director shall be responsible for all educational evaluations his/her trainees as required by SAUSHEC and/or DOD. The program director will also have input into the military evaluations of his/her trainees. Input into military evaluations will be either from direct involvement in the officer's rating chain or by providing "Letter of Input" to the officer's senior rater. A "Letter of Input" will be done at the beginning of the rating period outlining the GME duties of the officer. A "Letter of Input" will be done at the end (and midpoint if needed) of the rating period giving an assessment to the senior rater of the success of the officer in accomplishing his/her GME duties.

g. In consultation with training committee, will develop an annual budget for the program and present the budget to the Associate Dean for GME for review and approval. When the ADGME has approved the program budget, it shall be forwarded to the SAUSHEC Dean for review and inclusion into SAUSHEC's overall budget. The Dean shall then submit the program budget to the Board of Directors for approval.

h. Represent his/her program at the GMEC and serve on GMEC subcommittees at the direction of the Dean.

i. Insure timely completion of all administrative and reporting requirements of his/her program including all RRC inspection required reports and documentation, service reporting requirements and SAUSHEC internal reviews.

j. Attend the annual DOD Joint Service GME Selection Board (JSGMESB) and participate in the selection process of trainees for his/her program.

k. Participate in the selection of, write the job description for and mentor the associate program director. The program director will have input into the annual performance evaluation of the associate program director. Job performance input will be either from direct involvement in the Officer's rating chain or by providing "Letter of Input" to the officer's senior rater. A "Letter of Input" will be done at the beginning of the rating period outlining the GME duties of the officer. A "Letter of Input" will be done at the end (and midpoint if needed) of the rating period giving an assessment to the senior rater of the success of the officer in accomplishing his/her GME duties.

2. Program Director Selection.

a. Candidates for program directors for SAUSHEC's integrated programs shall be obtained from each service's Surgeon General after a Tri service search. Applicants shall be reviewed by a 3-member search committee, appointed by the Dean SAUSHEC, of senior clinician/educators (one member from each uniformed service) in the same field of medicine as the program in question. This search committee shall follow procedures established by the Dean and review appropriate documents, conduct appropriate interviews and gather other data necessary to develop an order of merit list. The search committee shall submit a report of their process and the OML to the Dean of SAUSHEC who shall forward it to the Command Council which will make the final selection.

b. Identification of qualified candidates for program director of a SAUSHEC stand-alone program shall be done by the program's sponsoring uniformed service, which shall prepare a list of qualified applicants after a service wide search. Applicants will be reviewed by a search committee of 3 to 5 SAUSHEC GMEC members (the majority being from the program's service) appointed by the Dean. Using procedures established by the Dean, the search committee will review appropriate documents, conduct interviews and gather other information necessary to develop an OML of the candidates. The OML shall be forwarded to the Dean, SAUSHEC, who shall forward it to the Commander of the Program's service specific hospital who will then make the final selection.

3. Program Director Performance Review.

The Dean or Associate Dean shall review the performance of each program director annually and shall refer to the Board of Directors for consideration for dismissal the name of any program director who fails to adequately perform his/her GME duties as detailed above, and in compliance with ACGME/RRC guidelines.

Section B. Associate Program Directors

Each SAUSHEC training program shall have an Associate Program Director.

1. Responsibilities. The associate program director shall work closely with the program director to insure the training program meets all SAUSHEC, ACGME, RRC, DOD and other administrative requirements. The associate program director shall serve as the program's vice representative to the GMEC when the program director cannot attend and shall serve on GMEC subcommittees as required by the Dean. The associate program director shall be a member of the program's training committee. Associate program directors of integrated programs will attend the annual DOD Joint Service GME Selection Board (JSGMESB) and participate in the selection process of trainees for his/her program.

2. Selection.

a. The program director (PD) shall nominate one or more names for consideration for the position of associate program director (APD). In the case of integrated SAUSHEC Programs, this individual must be from the sister service (e.g., the Army program director must nominate an AF individual as the APD). In non-integrated programs the individual shall be nominated from the department's current academic staff. Nominations should focus on individuals that share the PD's educational and developmental vision for the residency and who have the potential for academic advancement.

b. Nominations for the APD shall be reviewed by both the PD and the department chair (or chairs if an integrated program). If there is unanimous agreement on the selection, the name shall be forwarded to the Dean, SAUSHEC for approval and appointment. In the case of any split decision or disagreement on the nomination, the issue shall be forwarded to the Dean for SAUSHEC Executive Committee review of the nominations and final selection by majority vote. The decision of the SAUSHEC Executive Committee shall be considered final.

ARTICLE XI

Amendments & Revision

The SAUSHEC Board of Directors shall review the SAUSHEC Memorandum of Understanding and the Bylaws on a regular basis (at least annually) and propose changes to the SAUSHEC Command Council that are agreed upon by a 2/3 vote of the board,. The Dean, SAUSHEC, may at any time make recommendations directly to the Command Council after informing the SAUSHEC Board of Directors in writing. The Command Council is the final decision authority for changes in the SAUSHEC MOA or Bylaws.

ARTICLE XII

Parliamentary Authority

Roberts Rules of Order, Revised shall be the parliamentary authority governing all questions of procedure not covered by these Bylaws.

MEMBERS

LEE P. RODGERS
Major General, MC, USAF, SFS
Commander
Wilford Hall Medical Center

Date _____

DANIEL F. PERUGINI
Brigadier General, MC, USA
Commanding
Brooke Army Medical Center

Date _____

ENDORSERS

PAUL K. CARLTON, JR.
Lieutenant General, MC, USAF, CFS
Surgeon General Of The Air Force

Date _____

JAMES B. PEAKE
Lieutenant General, MC, USA
Surgeon General Of The Army

Date _____